# Appraisal and Development Review **(ADR)**



**16** Role Profile:
Manager/Team Leader (A)

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## Role Profile: Manager/Team Leader (A)

Managers and Team Leaders have a key role to play in helping to ensure that team outcomes comply with service objectives and standards.

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Post holders typically responsible for the management and leadership of teams/workforces covering professional/specialist/larger scale operational services where the role requires the planning, co-ordination and management of employees or groups of employees. (Indicative Pay Bands I to L)

The role profile sets out the key result areas and defines the essential leadership and management performance outcomes required and are the basis on which performance and related development needs are assessed.

## Key Result Areas

### Managing Performance

**Are key targets and outcomes being achieved and is performance being effectively managed?**

**Focuses on:**

❯ Achievement of targets and outcomes in accordance with council values and expected behaviours.

❯ Regular review of employee performance with appropriate feedback, and a drive for continuous improvement.

❯ Systematic monitoring and review of customer service, performance measures and indicators.

# Developing Team Capacity

**What is being done to improve the quality and effectiveness of service delivery and to develop team and individual capability and capacity?**

**Focuses on:**

❯ Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.

❯ Systematic review and monitoring of employee performance related to service outcomes and standards.

❯ Planned approach to employee development and succession planning.

❯ Enabling teams and individuals to successfully cope with change and to take responsibility for operational problem solving and continuous improvement.

# Cost Monitoring

**Are cost targets being met and are processes and procedures in place to monitor and manage agreed targets?**

**Focuses on:**

❯ Achievement of agreed budgets and cost targets as a core management responsibility.

❯ Effective communication, monitoring and management of financial procedures and controls.

❯ Clear individual accountability for cost/budget outcomes.

# Working Together

**What outcomes are being achieved through effective team and collaborative working?**

**Focuses on:**

❯ Working with other service teams and internal/external customers to deliver benefits for customer service and performance effectiveness.

❯ Development of collaborative working to foster inter-team and cross service co-operation and joined up working.

# Emergency and Business Continuity Planning

**Are teams and individuals fully aware of the service contingency provisions in place as part of the council's emergency and business continuity plan?**

**Focuses on:**

❯ Awareness of all team members of how service emergency contingency plans align with overall service contingency plan.

❯ Contingency plans regularly rehearsed with all team members.

# Core Competencies and Behaviours

(What's expected of you and how you're expected to do it)

## Leading

**Means:** Actively contributing to service work planning; providing management and leadership direction to the team; guiding and inspiring the team to achieve success for the service and the council; creating a shared sense of direction for the team; delivering outcomes in ways consistent with the council's values and strategies.

**Core Behaviours:**

> Display a clear and positive vision for the team and get team members' committed involvement and support

> Build the team's capacity to improve through integrated working, effective delegation and performance management

> Act in ways that reflect the values of the council and encourage others to do the same

> Champion a culture of high performance and improvement

> Champion healthy working lives

## Motivating and Supporting People

**Means:** Building a supportive and productive relationship with team members to achieve the service's business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others.

**Core Behaviours:**

> Delegate effectively and enable team members to broaden their experience and capacity

> Work actively to improve and maintain team morale and relations

> Create opportunities to develop individual/team capacity

> Recognise success and ensure positive individual and team feedback

> Promote the benefits of diversity and challenge discrimination, prejudice and bias

## Communicating and Influencing

**Means:** Actively promoting and encouraging team development and improvement; building productive working relationships to support buy-in for team and service objectives; actively contributing to service decision-making; championing the goals and values of the council.

**Core Behaviours:**

> Engage effectively with customers and put their needs at the heart of team planning

> Earn the respect and confidence of others through supportive, fair and consistent behaviour

> Promote a culture that encourages two-way discussion where information is shared effectively with the team

> Establish a strong rapport with team leaders/team members and help them to understand the bigger picture context of priority setting and policy decisions

> Regularly review the effectiveness of communication channels

## Working Together

**Means:** Actively seeking to break down barriers to cross functional team working; encouraging people to work towards shared outcomes and aims; building on team interdependencies to achieve common goals; utilising the different skills and expertise from across teams and the service.

**Core Behaviours:**
- Promote a "one service" culture and drive forward team and cross team collaboration
- Use the diversity within teams creatively to optimise customer outcomes
- Use team/cross team discussion and dialogue to develop new ideas
- Build partnerships/collaborations that add value and improve service provision
- Encourage and develop team spirit across the service

## Managing Change and Problem Solving

**Means:** Anticipating potential challenges that may impact on team outcomes and performance and taking appropriate preventative action; taking action to resolve problems and dealing fairly and effectively with conflict; developing innovative and alternative approaches to achieve customer outcomes.

**Core Behaviours:**
- Plan change well in advance and communicate and consult effectively with all relevant stakeholders
- Anticipate the likely impact of change and plan accordingly
- Encourage an open atmosphere and exchange of ideas when looking for solutions to problems
- Gather and distribute information to support team decision making and problem solving
- Monitor the progress and outcomes of change programmes

## Delivering Effective Outcomes

**Means:** Focussing the team on service delivery and customer outcomes; delivering, measuring and improving service quality and effectiveness for customers; ensuring that services are delivered in ways consistent with the council's values and strategies.

**Core Behaviours:**
- Set clear direction for the team to support the service's business priorities
- Effectively integrate team plans with service objectives
- Ensure that team links with service priorities are communicated and understood
- Seek customer views and use feedback to improve service quality and effectiveness
- Develop flexible team structures and roles with a clear line of sight to the customer

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## Further guidance and support

As referenced above all ADR documentation is in MyToolkit. If there are any other queries on the process contact HR on 01506 282222 or email learn2develop@westlothian.gcsx.gov.uk